

# **FEDERAL AVIATION ADMINISTRATION**

## **TECHNOLOGY TRANSFER PROGRAM**

### **NEWLY IMPLEMENTED**

#### **COOPERATIVE RESEARCH AND DEVELOPMENT AGREEMENT (CRDA)**

The FAA has recently entered into a Cooperative Research and Development Agreement (CRDA) with the Center for Human Capital, Innovation, and Technology (HCIT), Robert H. Smith School of Business at the University of Maryland. The collaborative research is in organizational change.

The FAA has been mandated to align around a clearly defined mission, a common set of goals, and a consistent strategy that reflects the needs of its customers. The Air Traffic Organization (ATO) has been established as an operating entity within the FAA that integrates three formerly segmented organizations that provide and support operational air traffic services: (1) air traffic services, (2) research and acquisition, and (3) free flight.

The objectives of this research are to study the critical role of front-line employees in developing the success of radical organizational change. The hypothesis is that the leadership behavior of middle managers who are tasked with driving change throughout their units and that of immediate supervisors whose physical and psychological closeness to employees make them powerful mediators of change effects. Both sets of leaders are critical in shaping employee attitudes and behaviors that subsequently influence the success of radical change.

The Government's Principal Investigator is Isa Campbell at (202) 267-5052 in the ATO Transition Staff, FAA, Washington, D.C. The Point of Contact for the Collaborating Party is Dr. Susan Taylor, HCIT, University of Maryland, College Park, MD 20742, (301) 405-2240.

This CRDA was awarded on May 13, 2004, and has a duration period of 12 months. The results are expected test the hypothesis on ATO units, in exchange, the University of Maryland will assist ATO transition staff in dealing with some of the problems of managing radical organizational change.

If you have any questions regarding this CRDA, please contact Deborah Germak at (609) 485-9862.